



**THE SEEING EYE
ANNUAL REPORT**

for the year ending September 30, 1957

AMERICAN FOUNDATION FOR THE BLIND
LAWRENCE

Ray Struber

A MESSAGE FROM THE PRESIDENT



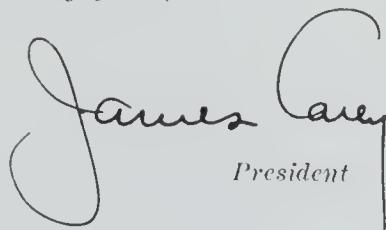
Dear Friends of The Seeing Eye:

The death of Henry A. Colgate, on October 16, 1957, left us all, staff as well as Board of Trustees, with a deep sense of loss. He was a great president and a warm friend. His twenty-four years' association with The Seeing Eye, sixteen of them as president, truly exemplified the ideals of devotion and generosity. Imaginative, quick of mind and logical, he was dedicated to The Seeing Eye and loved it selflessly. He loved it for many reasons, but mainly, I think, because it rejects mere sentimentality in favor of emphasis on the self-reliance of men and women. In that same spirit, I hope I may be able to carry forward the work to which Henry Colgate gave so much of himself.

To many blind persons, the achievement of self-reliance is closely related — psychologically as well as physically — to their ability to get from place to place: to a job, the barber shop, a P.T.A. meeting, and a thousand other places. While The Seeing Eye does not engage in vocational counselling or job placement (preferring to leave those important functions to the many excellent agencies specifically created to perform them), the organization does feel responsibility in helping to let the public know what competent blind men and women with Seeing Eye dogs can do and are doing to be economically independent. It is equally important to publicize the fact that the dog when properly controlled by the master is adaptable to many employment situations. You will find more about this subject in the following pages.

Before you turn to them, however, I want to pay special tribute to the various elements that combine to make The Seeing Eye the unique service that it is today. These elements are four in number: the wonderful adaptability of the dogs to the work they are called on to do; the skill and energy of our staff; the ambition and courage of the blind students themselves; and, of course, the support through the years of you, our friends. Each element has played its full part during the year. To each, may I say a grateful "THANK YOU."

Sincerely yours,


James Carey
President



The busy rancher shown on the cover, having finished his milking, livestock care, and other chores about the place, makes trip into town with his guide Kristie, to attend his service club meeting.

INDEPENDENCE AND JOBS

In a recent statement, Philip M. Talbott, president of the Chamber of Commerce of the United States, said:

To an extent greater than ever before, the right men and women for jobs will come from the physically handicapped. For the infirmities that put them at a disadvantage in doing some things are compensated by unusual powers in doing other things. And business men have learned by experience that handicapped persons generally have a strong determination to prove their worth, to excel in whatever tasks they are assigned.

For years, in over 100 different occupations, Seeing Eye graduates have been demonstrating their abilities. They have shown that they are indeed the right men and women for the jobs they hold and the professions they practice. They have demon-

strated, too, that they know how to control their dogs in the factory, the office or wherever else they are at work. For them—and for future graduates—one Seeing Eye principle remains paramount: the dog must be an asset at all times and never a liability.

Seeing Eye graduates are invariably ambitious individuals, eager to pull their own economic oars. The school tries to make certain of this even before an applicant is accepted for training. All applicants must satisfy a number of prerequisites and among the first of these is that they have purpose in life; they must be employed or have definite plans for employment.

Sometimes, of course, potential employers are unaware that blind men and women are doing many jobs once considered closed to them. Greater understanding is necessary, therefore, if precious human assets are not to be wasted. And one of the clearest paths toward understanding is by example. Year after year, our representatives point out the wide range of occupations engaged in by Seeing Eye graduates. Among last year's number, for instance, were 14 housewives; 10 students in schools and colleges; 22 salesmen of various kinds, including one real estate and six insurance salesmen, a farmer, 10 factory workers, five social workers, nine teachers, two osteopaths, five lawyers, 11 Dictaphone typists, a laboratory technician, a wood worker, and five persons in public relations. Ninety-three of the 160 graduates last year were returning to replace dogs that had died or grown too old. Of 16 men and women who were unemployed when they arrived at The Seeing Eye, five found jobs soon after completing their training; the remaining 11 expect to find work of their choice in the near future.

During the past year also, graduate employment statistics were brought up-to-date through an important questionnaire study, the first such effort by the school in more than 15 years. While the primary purpose of the study was to assemble information for the use of students in training, a secondary but important purpose was to make concrete and detailed information also available to employers and various agencies. A report on the questionnaire is scheduled for the spring of 1958.

The completion of a more comprehensive, long-term study by the New York School of Social Work, Columbia University, also is expected in 1958. This study will be an analysis not only of economic factors in the use of dog guides by blind people but of social and psychological implications as well. The report, when issued, should prove valuable in making future Seeing Eye plans.



Busy all day at a paying job, this young housewife stops for marketing on way home.



(Top) Dog guide rests quietly out of the way as master works at his steady factory job.

(Bottom) Seeking jobs for other blind people in a large city keeps this young woman and her dog guide traveling throughout the day.



REQUIREMENTS FOR APPLICANTS

As The Seeing Eye long ago learned, a handicapped person's own psychological background and makeup lie at the core of all rehabilitation. Progress, therefore, must be the result of individual decisions, and the first of these, where the school is concerned, must be an expression of need and desire for a dog. The blind person must take the initiative himself. When he decides he wants a dog and establishes his need for one, the school enters the picture.

To achieve the best results, The Seeing Eye over the years has evolved a set of requirements which all incoming students must meet. An applicant, for example, in addition to having purpose in life, must be in good health generally. He must have normal coordination and balance so that he is physically able to work with a dog and take good care of one. He must be mentally fit. There are no scholastic or educational requirements, but an applicant must be able to understand fully the training instruction he receives.

Age limits, with few exceptions, are 16 to 55 for those seeking their first dogs. The theory, borne out by experience, is that those under 16 may be too immature to assume the responsibility essential to a good working partnership with a dog guide. Those over 55 may be unable to undergo the strenuous exercise required in the one-month training course.

Each successful applicant, finally, is asked to share in the cost of his training and of his dog. The reason for this is *not* financial; actually, the blind person's share is only a fraction of the cost of providing a dog, equipment, and room and board during his training period. The reason is primarily psychological and emotional. By paying his own way, even partially, the blind person's morale is bolstered; his self-respect is protected. The amounts are small: \$150 for the first dog and \$50 for each subsequent replacement. These may be paid over a period of years and in sums as small as one dollar — no one otherwise eligible is ever denied Seeing Eye service because he lacks funds. The Seeing Eye, moreover, tries to keep travel costs from becoming prohibitive for anyone who must come a long distance: if a round-trip fare by air coach costs more than \$50, the school provides the difference.



This graduate memorized his surroundings and now answers all inquiries and directs visitors to offices in a large municipal building.

During the past year, the usual follow-up service with graduates was carried on by instructors, the senior instructor and the chief of the training division. In all, 46 trips were made to 20 men and 26 women in eight states. Nineteen of the women and 12 of the men had problems in working with their dogs which needed solution. Six women and two men returned to The Seeing Eye for special remedial work.

A NATIONAL SERVICE

Students came to The Seeing Eye, at Morristown, New Jersey, from every part of the country and beyond. They came from as far away as California and Oregon as well as from Puerto Rico and Canada. Thirty-two states and the District of Columbia were represented. More than 70 percent of the students came from places outside the New York-New Jersey-Pennsylvania area.

Since the school was founded, in 1929, more than 2,500 blind men and women from each of the 48 states, the District of Columbia, Hawaii, Alaska, Puerto Rico, and Canada, have completed the course at The Seeing Eye at least once. Many are now working with their second, third or fourth dogs; a few even with their fifth or sixth. More than 1,200 are today working with Seeing Eye dogs throughout the country.



The instructor starts with a dog—teaching it the meticulous job of guiding; testing its progress periodically under blindfold.

THE INSTRUCTOR

To produce the perfectly coordinated team of master and dog, one man is essential—the instructor. He works with raw materials: untutored young animals, on one hand, and unsure, sometimes withdrawn blind people, on the other. Like a catalytic agent, he transforms both into something new: the dog into an intelligent guide, and the blind person into a free-striding, independent individual.

The process itself begins three months before the blind person's arrival at Morristown. Young dogs, mostly females, each about 14 months old and selected for appropriate size, stamina, temperament and native intelligence, go to school first. Their course begins with kindergarten. They learn elementary obedience — sitting, lying down, standing, staying — and they learn to ignore "attractive nuisances" like squirrels, cats, and other dogs. When they have these lessons letter-perfect, they go on to work with the harness. Firmly, skillfully, the instructor shows the dog that the harness handle is a two-way communication system. Signals go through it in both directions between master and dog. The dog learns to stop at curbs, to go around obstructions, to make allowances for overhead clearance. Finally, comes the hardest phase of the dog's education: intelligent disobedience. She must learn to use her own judgment and know when to "*countermand*" instructions from her master which might imperil his safety.

The final stage of the dog's education is conducted with the instructor blindfolded, simulating actual conditions of blindness. Unless her performance comes up to standard, no dog is permitted to assume responsibility for a blind person's life.

When the student first meets the dog assigned to him (by the instructor, who takes pains to see that both student and dog are matched in size, strength, and personality) the dog knows everything about her job; the student nothing. The next month of training and practice, however, go a long way toward remedying this disparity.

Under the instructor's vigilant eye, master and dog traverse and retraverse the bustling Morristown streets, the school's only "classroom." Gradually, the student becomes as thoroughly familiar with them as his dog. Something else happens — some have called it a miracle. As the days flow by, through countless little adjustments, subtle and complex, a new relationship between master and dog comes to life. A full partnership is born. Crisp commands and automatically obedient responses melt slowly into smooth cooperation, instinctive and coordinated as between two expert dancing partners. And out of this partnership, the dog wants only one thing: affection. In return, she gives freedom.



After training a dog for three months the instructor spends one month teaching a blind person how to use and care for the dog.

Condensed Statement of General Operations and Fund Balance

Fiscal Year Ended September 30, 1957

GENERAL FUND

BALANCE—October 1, 1956 \$1,531,276.44

OPERATING INCOME:

Contributions and Membership Dues....	\$349,718.23
Income from Securities—General Fund..	70,432.48
Income from Securities—General Legacies Fund, etc.	220,746.59
Total Operating Income	<u>640,897.30</u>

OPERATING EXPENSES:

Dog Costs: (Direct)	
Salaries—Breeding, Training, etc...	63,238.17
Other Costs—Board, Food, Veterinary, etc.	67,242.97
Total Dog Costs	<u>130,481.14</u>

GENERAL EXPENSES:

Salaries—Executive and Office.....	69,388.60
Salaries—House and Ground Staff....	31,388.68
Food, Laundry, Electricity, Fuel and Water	20,542.58
Travel (Interviewing graduates, applicants, etc.)	2,919.01
Repairs and Supplies	15,412.61
National Membership Enrollment	20,506.57
Printing, Stationery, Postage, Telephone, Legal and Accounting	26,348.90
Public Relations Counsel	19,000.00
Salaries—Public Relations Office.....	9,918.74
Insurance—Pension Plan, Fire, Liability, etc.	28,711.68
Taxes	7,234.21
Miscellaneous	10,895.72
Total General Expenses	<u>262,267.30</u>

Total Operating Expenses

Net Operating Income

Pension Refunds (Net)	1,775.12
Loss on Sale of Securities— General Fund	(5,899.61)
Total	244,024.37
Less: Property and Construction.....	40,399.32

Net Increment

BALANCE—September 30, 1957

Condensed Statement of Funds and Funds

Fiscal Year Ended September 30, 1957

CAPITAL FUNDS

GENERAL LEGACIES FUND:

BALANCE—October 1, 1956	
INCREMENT:	
Legacies Received	
Income from Securities...	
Gain on Sale of Securities	
Total	
Less: Income Transferred General Fund	
Net Increment	

BALANCE—September 30, 1957

RESTRICTED FUNDS:

BALANCE—October 1, 1956	
INCREMENT:	
Contributions Received	
Income from Securities...	
Loss on Sale of Securities	
Total	
Less: Disbursements	
Income Transferred Other Fund	
Total	
Net Increment	

BALANCE—September 30, 1957

SECURITY FUND:

BALANCE—October 1, 1956	
INCREMENT:	
Contributions and Studen Income from Securities	
Loss on Sale of Securities	
Total	
Less: Custodian Charges	
Net Increment	

BALANCE—September 30, 1957

SECURITY ENDOWMENT FUND:

BALANCE—October 1, 1956	
INCREMENT:	
Income from Securities	

BALANCE—September 30, 1957

G EYE, INC.

of Increment in Capital
and Balances
September 30, 1957

	\$4,706.363.07
.....	\$549,680.19
.....	208,747.14
.....	84,599.81
.....	843,027.14
to	
.....	208,747.14
.....	634,280.00
57	\$5,340,643.07
	\$ 440,412.68
.....	\$ 24,923.03
.....	15,680.55
.....	(48.47)
.....	40,555.11
.....	19,828.03
to	
.....	12,746.95
.....	32,574.98
57	7,980.13
57	\$ 448,392.81
	\$1,526,222.48
Payments..	\$ 7,887.42
.....	66,253.10
.....	(9,107.63)
.....	65,032.89
.....	796.11
.....	64,236.78
57	\$1,590,459.26
ND:	
.....	\$ 97,681.79
.....	2,812.50
57	\$ 100,494.29

Condensed Balance Sheet As of September 30, 1957

ASSETS

ASSETS:

Cash in Banks and On Hand.....	\$ 250,288.05
Investments in United States Government Bonds and other Marketable Securities at Book Value (Market Value \$10,016,715.96)	8,964,177.87
Miscellaneous	425.00
Total Assets	\$9,214,890.92

APPLICABLE TO THE FOLLOWING FUND ACCOUNTS:

GENERAL FUND	\$1,734,901.49
CAPITAL FUNDS:	
General Legacies Fund	\$5,340,643.07
Restricted Funds	448,392.81
Security Fund	1,590,459.26
Security Endowment Fund	100,494.29
Total	7,479,989.43
Total Funds	\$9,214,890.92

NOTE: Prepared on cash basis and exclusive of real property, equipment and supplies.

CERTIFICATE OF AUDITORS

To the Board of Trustees of The Seeing Eye, Inc.
Morristown, New Jersey

We have examined the balance sheet of The Seeing Eye, Inc. as of September 30, 1957 and the related statements of general operations and increment in funds and fund balances for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records, which are kept on the cash basis, and such other auditing procedures as we considered necessary in the circumstances.

Cash in banks and security investments were confirmed by direct correspondence with the depositories. The accounting records do not include real property, equipment and supplies. Our examination of contributions, which, because of their nature, are not susceptible of complete check, was confined principally to tests of the deposit of recorded receipts in authorized depositories.

In our opinion, with the foregoing explanations, the accompanying balance sheet by funds and the related statements of general operations and increment in funds and fund balances, present fairly on the basis indicated, which is consistent with that of the preceding year, the position of The Seeing Eye, Inc. at September 30, 1957 and the results of operations for the year then ended.

SACK, O'CONNOR & SACK

285 Madison Avenue, New York 17, N. Y.
November 15, 1957

THE APPRENTICE PROGRAM

The Seeing Eye develops its own instructors. Each candidate must serve an apprenticeship which may last anywhere from three to five years. There is no other way in which a young man can become a qualified Seeing Eye instructor. The combination of qualities required — teaching ability, tact, patience, humor, versatility, physical stamina, among many others — is only rarely found in one man. Testimony to this is the fact that in the 29 years of the school's existence, 75 young men have entered the apprenticeship program and only 12 completed it. At the end of the year covered by this report, the staff consisted of four qualified instructors and five apprentices, in addition to the vice president in charge of training, who has had 29 years of experience with The Seeing Eye.

A candidate for the program should be in his early twenties. He should be physically fit, so that he will be able to withstand the rigors of training. And he should be intelligent — that is, be able to absorb information readily himself and impart it clearly to others.

The students with whom an instructor must work, usually eight in each class, vary in tastes, interests, education, personality, and other characteristics, fully as much as people in general. Some hold one or more college degrees; others have not had opportunity to finish high school. The successful instructor candidate, therefore, must be nimble enough mentally to keep up his end of conversations with bright, knowledgeable students and versatile enough to discover and capitalize on the innate capacities of the less sophisticated.



Shown is one of four apprentices now studying to become instructors. After some pre-medical experience he decided he wanted to help develop new "eyes" for blind people.

The problem of recruiting and developing suitable instructor candidates in adequate numbers is ever-present. The effort to solve the problem is constant. Last year, an unusual grant of \$5,300 from the Dolfinger-McMahon Foundation, of Philadelphia, promised valuable help. The grant provides for a "visiting professor" to live at the school for six months, an experienced, broad-gauged teacher who will observe the instructors in their human relations, with an eye toward making recommendations for improving them and also toward broadening the horizons of the young men. The grant will, in addition, finance production of a revised edition of our instructor recruitment brochure, "Careers for Five Men," first issued in 1937. When fully implemented, the dual project should help to interest promising young men in Seeing Eye work and should help, also, to realize more fully the potential of those now with us.

Another innovation in staff development last year was the inauguration of a series of lectures by visiting officials of leading agencies in the field. Included among these were: Edward Waterhouse, director of Perkins School for the Blind; Warren Bledsoe, chief of the Blind Rehabilitation Section of the Veterans Administration; Miss Kathern Gruber, assistant director of the American Foundation for the Blind; and Joseph Kohn, assistant director of the New Jersey Commission for the Blind.



Using Braille notes, Robert Whitstock dictates his report after visiting graduates on a recent field trip through the Southwest.

FIELD WORK

Work in the field, greatly curtailed since Morris S. Frank's retirement on April 1, 1956, has been resumed. On June 1, 1957, Robert H. Whitstock, a Seeing Eye graduate of 1952, joined the staff as field representative and has taken over the work pioneered by Mr. Frank.

Mr. Whitstock is a graduate of Hamilton College and of Harvard Law School. Experienced in teaching, camp organization and factory work, he is well qualified to present the Seeing Eye story to blind persons, agencies and other groups where the need is apparent. After a six-months' orientation period, Mr. Whitstock made his first field trip in December, 1957. In the meantime, he gave talks to clubs and service groups and appeared on several radio and television programs. His plans included a trip to New England, a swing through Texas, Oklahoma, Kansas, and Nebraska, and in the spring of 1958, a trip to Chicago, Iowa and Wisconsin.

During the 1956-57 year, there were 268 inquiries, 60 more than the year before. Applications were received from 193 persons. For these, not all supporting data had been received by October 1, 1957. One hundred forty seven were eligible; 16 were rejected for reasons of age or health; and six were rejected because they had records of mendicancy and it did not seem likely that a dog guide would change their way of making a living.

HEADQUARTERS

As usual, the sheltering and feeding of students and staff and the general administration of the school last year constituted a sizable item. For example, a total of 28,968 meals were served during the year, 404 more than the previous year, at an average cost of \$1.28 for each meal. The bill for fuel, light and water came to \$6,690. The laundry bill was \$1,451. As the financial statement accompanying this report shows, running The Seeing Eye is no small matter.

Physically, the headquarters building was enlarged by the addition of two new offices and a new dispensary, long needed for administering first aid and for keeping medical supplies. The dispensary was made possible by the generous gift of Mr. and Mrs. Normal Salit, of New York City, in memory of their daughter Miriam Rachel Salit.

Headquarters was also the scene of a small reception in April last year at which graduates of The Seeing Eye honored Morris Frank. A Committee representing the graduates presented to the school a bookshelf for books written by Seeing Eye graduates; a photographic portrait of Mr. Frank and his dog, Buddy III; and a Seth Thomas chime clock. A similar portrait and clock were also presented to Mr. Frank.



The new dispensary at the school provides appropriate headquarters for a consulting physician and the resident nurse.



Puppies at the Breeding Farm romp after their mother following an airing. At ten weeks they will be farmed out to 4-H Club children to live in home environments until of training age.

THE FARM AT MENDHAM

Eight years ago, the Breeding Division was moved to a 100-acre farm at Mendham, New Jersey, 12 miles from the school. Here, German Shepherds are bred for the special traits characteristic of Seeing Eye dogs—intelligence, initiative, steady temperament, stamina and proper physique. Additional Shepherds and dogs of other breeds, such as Boxers and Labrador Retrievers, are purchased or received through donation, and these are carefully screened to make certain they come up to the same high standards set for the Shepherds bred at Mendham. From these several sources, the school is assured an adequate supply of suitable dogs.

The quality of the pups and the excellent care they get at the Farm are reflected by a record that has remained unbroken since 1950: no puppies lost through illness. When the pups are old enough, they are "farmed out" to boys and girls in 4-H Clubs throughout the northern New Jersey area, so that the future dog guides can get used to the kind of family life and varied experience such as they may find later on in their own lives. While on the 4-H farms, the pups come under periodic observation by a Seeing Eye representative who keeps close tabs on their growth and development. When the time comes to begin their education, at 14 months, they are delivered to the school. Last year, the Division supplied 98 dogs for training, an increase of 20 over the previous year.

THE INFORMATION PROGRAM

An informed body of graduates and an informed public are essential to maintaining the support and acceptance received by The Seeing Eye over the years. As America's first and largest dog guide school, The Seeing Eye's activities, its policies and problems, are of national and even international interest. To satisfy that interest and to create an informed public, therefore, the school has a broad informational program to see that the Seeing Eye story is properly told. All appropriate media are used: press, radio, television, films, books, exhibits, posters and word of mouth.

Last year, for example, the Associated Press sent a story and pictures featuring an interview with a Seeing Eye official to 1,760 of its member newspapers. Magazines of various size carried articles. The Voice of America sent a radio broadcast on The Seeing Eye to Yugoslavia. A film on the school made by Tele-news was distributed through The United States Information Agency to more than 50 foreign countries for use on television and motion picture screens. Several American programs carried Seeing Eye features over national radio and television networks.

The Seeing Eye films, in Technicolor and in black and white, were seen by 86 different organizations in 20 states. A new motion picture about The Seeing Eye "Room for Recovery," was produced last year. It serves as a companion piece to the color booklet, "If Blindness Occurs," which also was published last year. Both are designed for doctors, hospital personnel, families, and others who may have newly blinded persons in their care. Both, too, were produced with funds made available from the estate of May I. Kaufman, of Trenton, New Jersey. Approximately 5,000 copies of the booklet have already been distributed.

For a long time there was need for an effective traveling exhibit. This was filled last year by the creation of a new seven-panel folding display with 13 photographic enlargements. Another item in the field of visual aids last year was a series of 10 posters designed to publicize Seeing Eye policies and correct certain widely held misconceptions. A total of 3,560 copies of each poster are being sent by request to 203 industrial firms and 277 schools and organizations to be displayed on bulletin boards and elsewhere.



In addition to keeping the general public informed, The Seeing Eye keeps up a lively communication with its graduates and other special groups interested in its progress. This is done largely through correspondence and through the *Guide*, a quarterly publication with 25,000 readers throughout the country.

The foregoing list of informational activities is, necessarily, incomplete; it reflects only the highlights. It is indicative, however, of the program's scope.

It might be added, in conclusion, that in its informational and fund-raising program, The Seeing Eye meets the highest standards. In recognition of that fact, the school has received the Seal of Good Practice, awarded each year by the American Association of Workers for the Blind to agencies that satisfy the criteria set forth in the Association's Code of Ethics. The Seeing Eye has qualified for the Seal in each of the five years since the Code of Ethics was established.

THE ROAD AHEAD

It has been estimated that for every Seeing Eye dog now in the hands of a graduate, 3.7 additional dogs will be required in the future to keep him from the danger of being immobilized — from "going blind" again. This means that with 1,200 dogs now in service, The Seeing Eye has the responsibility of providing more than 4,000 replacement dogs in future years, without allowing for new trainees who will be receiving first dogs.

For many, a Seeing Eye dog spells the difference between mere existence and a full, useful life as a contributing member of the community. By continuing their support, both moral and financial, in the years ahead, friends of The Seeing Eye, therefore, not only help ambitious men and women realize their own potentialities, but through their help make a priceless contribution to the community and nation as well.



THE SEEING EYE, INC.

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Vice-Pres. and Ass't. Treas., G. W. DEBETAZ

Vice-President, ELIZABETH L. HUTCHINSON

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THE SEEING EYE, INC.
Morristown, New Jersey